



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:

CMC-MP

15 APR 1999

WHITE LETTER NO. 01-99

From: Commandant of the Marine Corps
To: All General Officers
All Commanding Officers
All Officers in Charge

Subj: CIVILIAN LEADERSHIP DEVELOPMENT

1. Civilian Leadership Development (CLD) has a direct impact on the efficiency and effectiveness of our civilian Marine work force and the Marine Corps mission. High performance and carefully honed leadership skills are the hallmarks every civilian Marine must possess to support the readiness of our Marines. Instilling leadership competencies requires concentrated training and direct application. You start with the basics and add competencies as the civilian Marine matures and gathers a sense of what it is to be a civilian Marine.

Internalizing core values and leadership skills is what CLD is about and that makes it a commander's business as well. We are a team of Marines and civilians and to get the job done we must commit to civilian leadership development just as we commit to professional development for our Marines.

2. This is an issue that requires your awareness and concerted effort to balance the leadership potential of our Corps between Marines and civilian supervisors and managers. We must intertwine leadership ability between Marines and civilians through cross fertilization of leadership competencies and understanding of the Marine Corps' goals and objectives. The payoff is a seamless force of leaders--Marines and civilian Marines.

3. The new performance management system for civilians requires all supervisors, both military and civilian, to discuss CLD with their employees. Civilian Marines should also be encouraged to attend PMEs to get a better understanding of what it is to be a Marine. Likewise, for civilians that are high performers, remember to reward them through the incentive awards program. Just as our Marines are recognized for achievements, so should our high performing civilian Marines.

4. Mentoring civilians with leadership potential is one of our responsibilities that contributes to the cohesiveness of the Marine Corps.

G. C. [Signature]